

12 July 1974

MEMORANDUM FOR: Director of Logistics

SUBJECT : Printing Services Division Annual Report

REFERENCE : Memo dtd 14 Jun 74 to Mtple Adrse fr D/L, subject:
Annual Report Call

1. The attached annual report is submitted in accordance with reference.

2. The attached yearly report is a good summation of PSD accomplishments during the past fiscal year and will, I think, be of benefit to you at this time for briefing Mr. McMahon. It does not cover areas of PSD concern for the future.

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3. The most crucial problem of the immediate future is that of printing the [REDACTED]. As you know, eight slots have already been removed from PSD's staffing complement under the assumption that that job will be "farmed out." It is my view that that action is extremely dubious. The problem is further complicated by the fact that PSD is obligated to commence producing the [REDACTED] by photocomposing (a required expenditure of \$150,000 to \$200,000) when [REDACTED] automates their operations. The [REDACTED] contract provides the means for this automation and has been signed with an implementation date for the system of 1 February 1975. Assuming that PSD will continue to print the [REDACTED] important decisions such as obtaining financial resources not in PSD's FY 75 budget, equipment identification, procurement, installation, testing, etc., need to be made as soon as possible.

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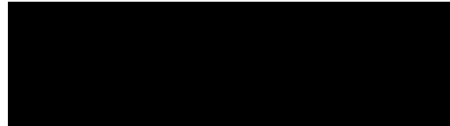
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4. A second concern of PSD is that of increasing workloads in the microimagery area. PSD has the equipment and facilities to accomplish the tasks. The missing element is an adequate number of personnel. Ongoing programs and known active projects are numerous enough to keep our limited staff busy for the next three years it is estimated. What makes this problem particularly sticky is that the microimagery media is in its infancy and that [REDACTED] group is spending full time preaching the merits of the media and drumming up work for us that we cannot keep up with. Unless additional photographic personnel resources are made available to PSD, further proliferation of photo facilities throughout the Agency is sure to develop.

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5. If further information is required in these areas, I am, of course, available anytime for discussions.



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Chief
Printing Services Division, OL

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PRINTING SERVICES DIVISION
ANNUAL REPORT, FY 1974

SECTION A. GENERAL

1. A trend started several years ago became more pronounced during this past year; viz, the production and subsequent printing of the Agency's intelligence product have veered sharply from the long lead time, batch oriented, and encyclopedic information typified by the NIS to the fast turnaround, short deadline, current intelligence exemplified by the OER report on INTERNATIONAL OIL DEVELOPMENTS. The latter is done weekly, the text and graphics being furnished to PSD oftentimes late at night for next morning distribution. This trend has caused an overflow of priority work from the Special Printing Plant, which traditionally has been geared up for current intelligence, to the Main Plant. In order to meet this changing environment, efforts were started, and will be continued, to increase the versatility and flexibility of personnel. Although it runs counter to traditions in the industry, i.e., compartmentation of skills, it is the only way to cope with peaks and valleys in production without having fluctuating periods of under- and over-employment.

2. New directions and reorganizations in the Agency have not only resulted in the change noted above, but have also put PSD in touch with new personnel managing publication activities in the production offices. They are generally unfamiliar with printing and the capabilities of PSD. This has caused some false starts and remakes and will only be solved by time and education. A good example is the IC Staff, which is coming alive with what appears to be a continuing program of complex printing requirements. Although there is some burden associated with new producers, it offers an excellent opportunity for PSD to analyze printing requirements at the start and, working with the customer, recommend more efficient and cost effective production techniques.

3. Planning and budgeting were especially difficult during this year of unpredictable and sometime startling increases in supply and service costs, paper costs being the most notable. This is an Agency-wide problem and many steps have been taken for its alleviation, but PSD's mission is particularly sensitive to this situation. While paper obtained through the Government Printing Office (GPO) increased in price an average of 69%, that obtained commercially only increased an average of 20%. Perhaps of greater significance operationally has been the increasingly poor quality of some kinds of paper, i.e., press operations have been hindered and waste incurred. If this trend continues in FY 75, PSD will suffer increasingly severe planning, budgeting, and production problems.

4. In the general area of word processing (defined as those equipments and procedures related to the input side of text processing, e.g., production of typescript, magnetic tape, mag cards, et al) the attainment of OL Objective 6 for FY 74 has been met and reported in detail in Section B; however, the Agency is a long way from having an overall rational policy and direction. Neither PSD nor the Information Systems Analysis Staff (ISAS) has the authority to set standards and goals. Individual components go their own way in developing systems and acquiring hardware. This has become an increasingly dynamic field, with new equipment coming on fast and costs going down. Thus, attempts at standardization may be premature at present. Without decrying a centralized authority to set an Agency policy, it is important to recognize that in the case of PSD it means the development of capabilities to handle multimedia outputs from a variety of components. Although this has complicated planning, the good news lies in an increased capability and flexibility in PSD.

5. Accomplishments in microphotography are reported in Section C. The year was marked by a dramatic popularization of microfilm, due in part to the realization of component managers that it served useful purposes for not only archival and record storage needs but for active file manipulation, and in part to the missionary work of ISAS. Unfortunately, the missionary work was staged with total disregard to the producing capabilities of the Agency, much of which rests in PSD. Gross production statistics indicate that microfilming (planetary or rotary imaging on film) increased almost 27% in FY 74 over the average production for FY 72 and 73 and film duplicating increased 159%, this without augmentation of manpower. Equipment upgrading and refinements in the system allowed this; however, more importantly, there are 2,569 cubic feet of source documents

on hand for filming, waiting as parts of active projects, or approved by ISAS as valid projects. This equates to a more than three year backlog based on present equipment and an estimated equivalent in personnel resources of three man-years per year, i.e., we have a 9.5 man-year backlog of identified work, excluding COM, duplicating, or rotary camera work. The significance of this lies in the fact that we have probably only seen the tip of the iceberg, and that without additional personnel resources the Agency will also see a further decentralization of the activity as components buy equipment and staff to do their own work.

SECTION B. PERFORMANCE AGAINST FY 1974 OBJECTIVES

1. The two PSD objectives for FY 74, although significant as initiators of more complex and far reaching carryons for FY 75 and 76, were not representative of the total effort and product of the Division over the year. Thus, Section C of this report is more indicative of utilization of resources in terms of specific in-house improvements and products delivered.

2. OL Objective #6 on word processing contained 10 milestones which represented more concrete goals than some of the generalizations contained in the objective statement itself; thus, reports on each milestone as seen at year end are submitted below. Attainment of this objective was not controllable by PSD. It required a considerable amount of inter-Office and inter-Directorate dialogue, much of it under the aegis of the ISAS. All of what transpired may be judged as beginning building blocks, hopefully, for a rational and cost effective Agency position on word processing.

a. Milestone 1 - Word Processing Task Team

Past activities have included the participation by PSD within the task team for determining organization and objective guidelines for the task team and providing technical assistance to ISAS for cost, utilization, and evaluation of approximately 20 word processing units which have potential use within the Agency. At present, the status (and accomplishment) of the task team is to act as an Agency clearing house to monitor ongoing word processing applications and to review requests for new requirements.

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b. Milestone 2 - [REDACTED] Automation Task Force

The major accomplishment to date has been full participation by PSD in the design, specifications, request for proposal, and evaluation and selection of [REDACTED] as contractor for implementation of the [REDACTED] system. The contract has been awarded and preparation for final specification approval is under way.

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c. Milestone 3 - Capabilities within PSD

There have been no major accomplishments in this reporting area. This is basically a data collection stage which will be used as background information for additional studies within the overall PSD objective. When complete, however, this segment of the objective can provide a capability reference manual which can be converted to a customer information booklet.

d. Milestone 4 - Requirements

As with the capabilities portion, this element is used for data collection and no significant accomplishments outside of the objective can be reported. The major thrust of analysis has been in the area of the volume, condition, and source of composition requirements for the Division.

e. Milestone 5 - Future Requirements

Most information for this milestone has been furnished by the word processing survey and by the direct and continuing customer contacts for PSD. Estimates for near future (FY 75) changes have been completed. The accomplishment to date has been the use of the projection figures for future equipment needs and for the direction of the follow-up objectives for FY 75 and 76.

f. Milestone 6 - Equipment Evaluations

In the area of equipment evaluations, activity has centered on word processing units. These units have been evaluated for the benefit of the Word Processing Task Team and for possible use by PSD. The significance of the evaluation

is the indication it provides for future input techniques available in the Agency. Complete documentation has been assembled for composition devices available today, and also several of the mini-based word processing units have been evaluated with the dual purpose of word processing applications and other possible use in PSD.

g. Milestone 7 - Systems Evaluation

Evaluations have been completed for the EPIC and the SCRIPT/EPIC systems (presently in use) and also on other major systems in use today, which includes the ATS, ATMS, Printext and Termtext offered by IBM, the DEC typeset programs and miscellaneous systems utilizing the DEC operating system (CIS, Inc., Data Logic, Astrotype, Atex).

h. Milestone 8 - Summary Report

Completed and submitted.

i. Milestone 9 - Data Collection

Completed and reported.

j. Milestone 10 - Design Options

Using the basic information collected throughout the reporting periods, options for implementation of a system or systems have been developed and presented in the June reporting period. These options, which include both data preparation and composition options, are separated into the small, medium and large volume requirements.

k. Milestone 11 - Cost Factors

Basic cost factors have been included for each of the design options listed above. More detailed explanations will be provided with the objective final report.

1. Milestone 12 - Report Preparation

This milestone is in progress and is scheduled for completion 31 July 1974.

3. OL Objective #11, resource allocation reporting, has been successfully completed. A six month report was submitted in January. The final report for FY 74 is submitted herewith (Attachment 1). This, too, may be considered a building block in the overall MIS goal represented by Division Objective D57822 for FY 75. Data collection for both resource allocation and raw production measurements (ref Attachment 2) will continue. Realization of the FY 75 Division objective will be highly dependent upon receiving systems design, programming, and computer processing time from OJCS or elsewhere. Although we may not have gone as far as possible by manual means, it is questionable whether further efforts, without computer support, will be meaningful or cost effective.

SECTION C. OTHER FY 1974 ACTIVITIES

1. The transition from hot-metal typesetting and relatively slow cold-type processes to rapid photocomposition techniques continued in FY 74. The National Intelligence Daily, a tabloid size, 4-page newspaper of current intelligence events is the culmination of a joint effort of the Office of Current Intelligence (OCI) and PSD to produce a quality publication with a short production deadline for its composing and printing. To accomplish the task, PSD has staffed a Photon Pacesetter located in OCI space. This rapid phototypesetter is currently producing the entire headline material and is gradually absorbing the composition of the text. OCI's concern for equipment failures and the lack of backup has resulted in a reluctance on the part of OCI to take full advantage of the machine's capability; new equipment will be installed early in FY 75 to provide backup and to replace more traditional composition of other DD/I jobs.

2. On 1 March 1974, the [REDACTED] printing operation was moved from the General Printing Plant to the Main Plant. The operation's relocation has provided additional expertise for the solution of technical problems. In addition, the move has provided management with an opportunity for cross training personnel to help in other areas as the [REDACTED] are completed. Shortly after the move to the Main Plant, new equipment and procedures were instituted to enhance the quality of the publications and at the same time improve the cost effectiveness of the job.

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of paper per year, and a reduction in PSD of press time, dissemination time, and mailing costs. The acquisition of new and faster photocomposition equipment required for this project will allow PSD to provide new and faster service to many other customers. Current annual usage of paper for the [REDACTED] is approximately 36,000,000 sheets at a cost of \$7.20/M. Estimated savings in phototypesetting (achieved by data compaction) will be near \$80,000/year in paper costs. Further savings will be made by conversion to roll paper. This could amount to \$40,000/year. If all goes according to plan, i.e., [REDACTED] PSD acquisition of typesetting equipment, and testing out and acquisition of roll fed presses, there could be paper savings of \$120,000/year by FY 76. This is based on FY 74 prices.

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6. Responsibility for operation of a Datagraphix 4360 computer output microfilm recorder was transferred to PSD from the Office of Joint Computer Support (OJCS) in January 1974. Previously, PSD had been providing support in film processing and duplication only. The requirements have increased steadily and the total monthly production is in excess of 1,200,000 frames (equivalent pages of computer printing). A concerted effort by ISAS and OJCS is underway to convert increasing amounts of computer output from paper to COM, particularly COM microfiche. Current planning underway, and the actual rate of increase indicates that the requirements could double in FY 1975. Substitution of COM in lieu of computer paper provides a maximum potential avoidance for approximately 13,000,000 pages annually--COM can be printed faster and more economically, is more accessible to users and requires only 5% of the filing space used for a corresponding amount of hard copy.

7. The most comprehensive survey of Agency micrographic operations ever produced was completed by PSD in January 1974. The study was used by the DD/M&S in briefings of other Directorates. It contains an analysis of all ongoing micrographic systems and applications in the Agency and will be the basis for periodic audits of systems to be conducted by the Agency Micrographics Officer. A commendation from ISAS was received.

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8. The introduction of electrostatic plates into the [REDACTED] production system on 1 April provided a sorely needed upgrading in printing quality which had been impossible to attain with the previously used direct plates supplied by the [REDACTED] typists.

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9. Starting in August 1974, a PSD and OJCS jointly sponsored test of the new Xerox 1200 printer will commence in the General Printing Plant. The equipment prints directly from magnetic tape, and potentially could replace most forms printer work and a considerable amount of current line printer work. This joint test venture grew out of a feasibility study completed in November 1973. In addition to a higher quality product and more rapid response to printing requirements, there is every indication that there will be personnel savings, and savings in equipment rentals and paper.

10. A microphotography project requested by DD/I and DD/S&T, and jointly planned by PSD and the Central Reference Service (CRS), was implemented in April 1974. Virtually all DD/I and DD/S&T publications are now put on microfiche. Original film and duplicates are provided to CRS for file and use in retrospective searches. Duplicates are also made available in lieu of hard copy. Advantages include some elimination of printing of extra copies of publications which have been required for supplementary distribution. The system also permits analysts to retain complete sets of publications with fingertip access and requiring only 5% of the filing space required for the hard copy.

11. Two new copying machines, a Xerox 3100 and a Xerox 3600-I, have been added to GPP operations. They will permit a lower per print cost in addition to providing better service. An older Xerox is being retired. The monthly average production is now 220,000 copies.

12. Major equipment acquisitions in FY 74 contributed in substantial measure to improved response, automation and general updating of facilities in the Photography Branch.

a. Microforms production. Increasing customer interest and requirements for microfiche was met by the acquisition of an NCR/NMA microfiche camera, a Scott Diazo microfiche duplicator, an Extek 105mm silver film duplicator, and an Allen 105mm film processor. All of this equipment was put to immediate use upon receipt as the fiche format has rapidly exceeded other microform formats in popularity and customer acceptance. Only the NCR/NMA camera represents a new capability; the other equipment was acquired to increase production rates, upgrade product quality and continue the effort towards complete automation.

b. The Branch took delivery of a Kodak Versamat 11C-M film processor in April 1974. This was a key step in automating the processing of black-and-white continuous tone films, most of which had hitherto been done by hand. The processor is superior in all respects to previously used techniques and now permits implementation of other automated methods relative to the copying process. Both the Versamat and Allen film processors provide processing consistency and production capacity previously unavailable.

c. Prior to mid-FY 1974 all color prints were made by laborious hand techniques--from tedious enlarging to "dip and dunk" processing methods. Acquisition of a Kodak 8S-3K color printer, together with a Pakopro 60 continuous roll print processor, permitted the automated production of more than 60% of printing requirements. Ninety percent of production should eventually be accomplished in this system with the result of much faster throughput, more consistent quality, and considerable savings in man-hours. The Agency I.D. badge printing project is an example of a project that directly benefited from this change in methodology.

d. An Itek 400 photocopier went into use early in FY 74. This device can literally provide "while-you-wait" service in a variety of forms of black-and-white reproduction. This equipment replaced the familiar Photostat machines and provides a broader "quick copy" product capability.

13. A plan to reorganize the Photography Branch was completed in May 1974. In brief, its purpose is to reduce Branch compartmentalization, provide equitable opportunity for career development and promotion, cross train personnel for increased flexibility and workload reaction, improve response to customer requirements, and upgrade the degree of professionalism necessary for operating a modern service facility. The increasing problem of workload versus available manpower stimulated this plan for Branch restructuring.

14. Continued growth and demand for microimagery production necessitated an examination of that portion of Branch facilities devoted to this type of work. After three months of space planning, work flow analysis and equipment location possibilities, a plan was developed, submitted and approved for modifying production areas. Implementation is now awaiting GSA action.

15. Production statistics for FY 74 are attached (Attachment 2). These are shown with similar statistics for FY 72 and 73 for comparative purposes. There is no direct correlation between these production statistics, manpower, and standards, thus it would be impossible to measure productivity at this time. Accomplishment of productivity measures will be dependent upon the degree of success during FY 75 in designing an integrated Management Information System which will pull many of these production-related statistics together, hopefully in such a way as to provide some measure of productivity by FY 76. This is a Division objective for FY 75 and 76. Changes up and down from year to year generally reflect combinations of fluctuating customer requirements, available manpower, and the introduction of new systems and upgraded equipment. Some highlights:

a. FY 74 keyboarding in Composing Branch shows an overall 5.5% decline from the average of FY 72 and 73. Linotype was down 10%, monotype down 33%, while tape keying was up 300%. This is indicative of the trend towards greater use of the Photon phototypesetter and the phasing out of the NIS program.

b. Imaging was up 21.4%, due largely to the increase in the use of the Photon. Negative production was down 14%. Line, halftone, and contact were down, yet color separation was up 122%. No single identifiable program can be cited to account for this. It's across the board.

c. In Press the number of plates increased 10.6%, but impressions were down 1%. This reflects a noticeable trend in the Agency towards shorter run current intelligence publishing.

d. A drop of 18.3% in collation indicates both a reduced requirement and better job planning that resulted in fewer single sheet pickups, i.e., more pickups of folded multipage signatures.

e. In Photography, there was a 26.6% increase in microfilming (exposures) and a 159% increase in microfilm duplication. This significant increase is treated elsewhere in this section.

f. Motion picture activity was down 24%. This indicates a decline in certain DD/I collection activities, and perhaps a greater reliance in the Agency on the video medium.

Although a direct and meaningful correlation between these production statistics and manpower is not possible, it is interesting to note that overall average on-board strength of the Division declined from 269 in FY 72 to 255 in FY 73 and 242 in FY 74.

16. The Summary Map element of the NIS program was a continuing activity in FY 74. During the year PSD produced six-color maps of 14 selected countries; each country requiring 8,500 printed copies. Of the total copies 1,200 are either inserted into the NIS General Survey publication or are furnished to the Office of Basic and Geographic Intelligence. An additional 1,500 copies are furnished to the Agency's Map Library. An important outgrowth of this program has been the opportunity for the Division to provide 5,800 copies (all of the remaining copies) to GPO for public sale. In FY 74 the Division delivered 86,200 map copies to GPO for which the Agency has requested reimbursement of \$8,620 (10 cents a copy). At the end of FY 74 the Summary Map element of the NIS program is nearly terminated, with only three in process with a 31 August target date for completion ending the program.

17. In the interest of modernization, improved quality, automation and added cost benefits, a little over \$164,000 worth of new equipment was ordered during the year. Notable items are mentioned throughout this report. A little over \$170,000 worth of equipment was turned in for disposal by a variety of means. Two owned Xerox 914's valued at \$30,000 were disposed as obsolete, and a Photon 513 valued at over \$49,000 was transferred to DOD Topographic Command. A proof press valued at over \$26,000 was transferred to the U.S. Geological Survey. It was no longer used by PSD, but was required by the Geological Survey.

SECTION D. RECOMMENDATIONS

PSD has no overall recommendations growing out of this review of FY 74. Changes and additions to Office and Division level objectives have been submitted and approved. The establishment of new and more specific Division objectives for FY 75 and 76 will furnish Division management with a framework within which it can operate and monitor important developments as they come down the pike. Vitally needed cross training of personnel has been underway and will continue.

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